



Warrant Officer Study Overview

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Briefing Outline



The Themes:

- 1) Army Culture**
- 2) Training and Education**
- 3) Manning**
- 4) Professional Development**



Management Action Plan



Warrant Officer Proponent Round Table





Army Warrant Officer Culture

“What the Field Told the Study”



✦ Relevance

- ✦ Warrant Officers will continue to server a critical role in the Army.

✦ Identity

- ✦ Warrant officers are separate, but not equal.

✦ Defining and Describing their Role

- ✦ The Army needs to clarify warrant officers’ role and educate the force about what they do.





Army Warrant Officer Culture

Conclusions

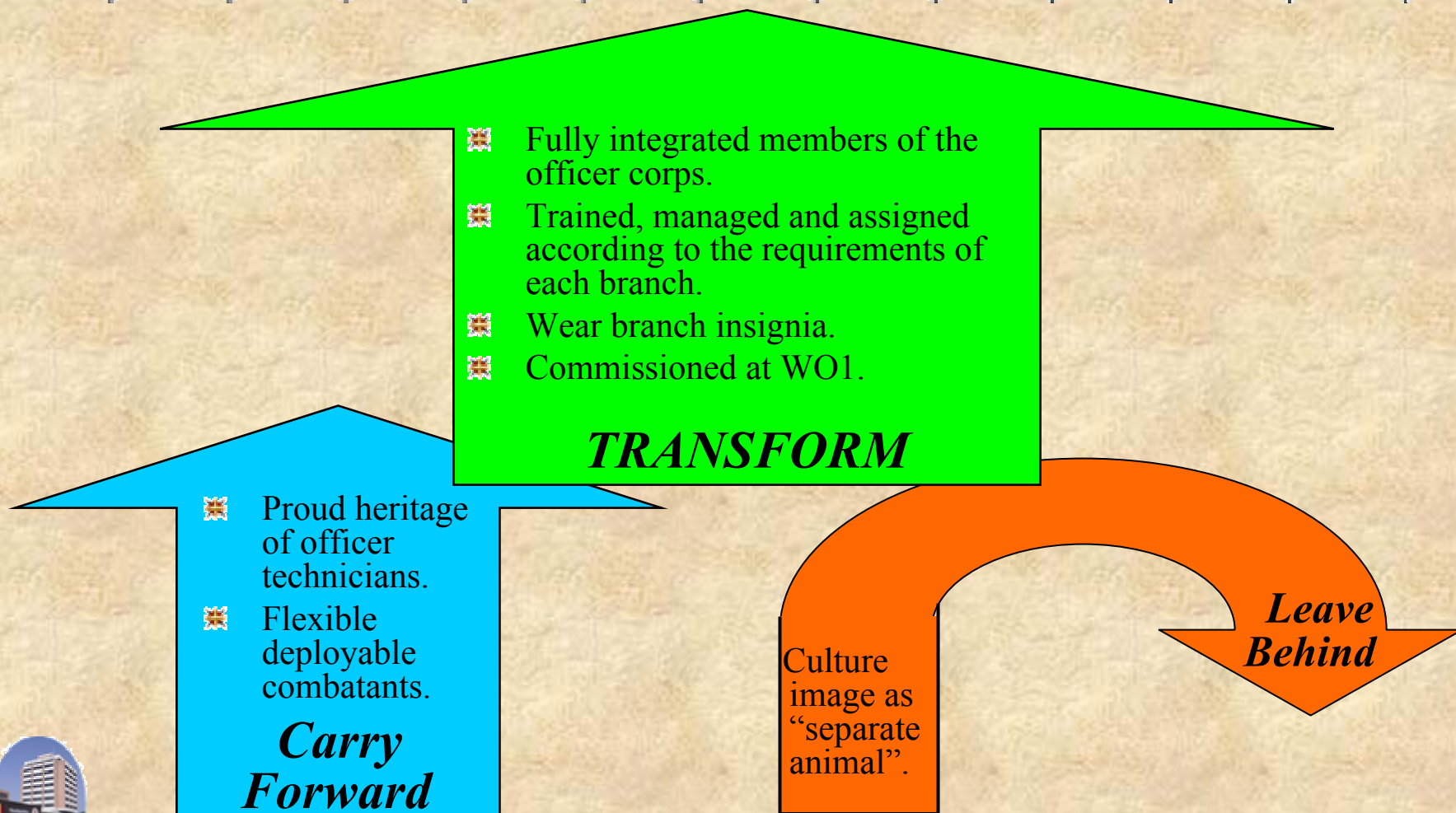
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- ✱ Warrant officers segregated from the officer corps by tradition, culture, and policy.
 - ✱ The Army recruits, accesses, trains, manages, develops, employs, and retains warrant officers separately from the rest of the force.
 - ✱ No adequate definition or description of the roles of warrant officers (by grade) exists.
 - ✱ The COE and full spectrum operations require a fully integrated officer corps ready to meet the challenges of the objective force.





Army Warrant Officer Culture

The Way Ahead



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Training and Education

“What the Field Told the Study”

✦ Technical Specialty Training

- ◆ Provides insufficient skills.
- ◆ Outdated course equipment and POIs.
- ◆ Technical training for warrant officers in most units is non-existent.
- ◆ Warrant officer technical competence is at risk.

✦ Warrant Officer Education System

- ◆ Too few courses.
- ◆ Courses occur at the wrong times.
- ◆ Inadequate technical training for senior warrant officers.
- ◆ Insufficient training for full spectrum operations.





Training and Education Conclusions

✦ Technical Specialty Training

- ✦ Warrant officers not technically prepared for their assignments.
- ✦ Very limited opportunity to conduct life-long learning in technical skills.

✦ Warrant Officer Education System

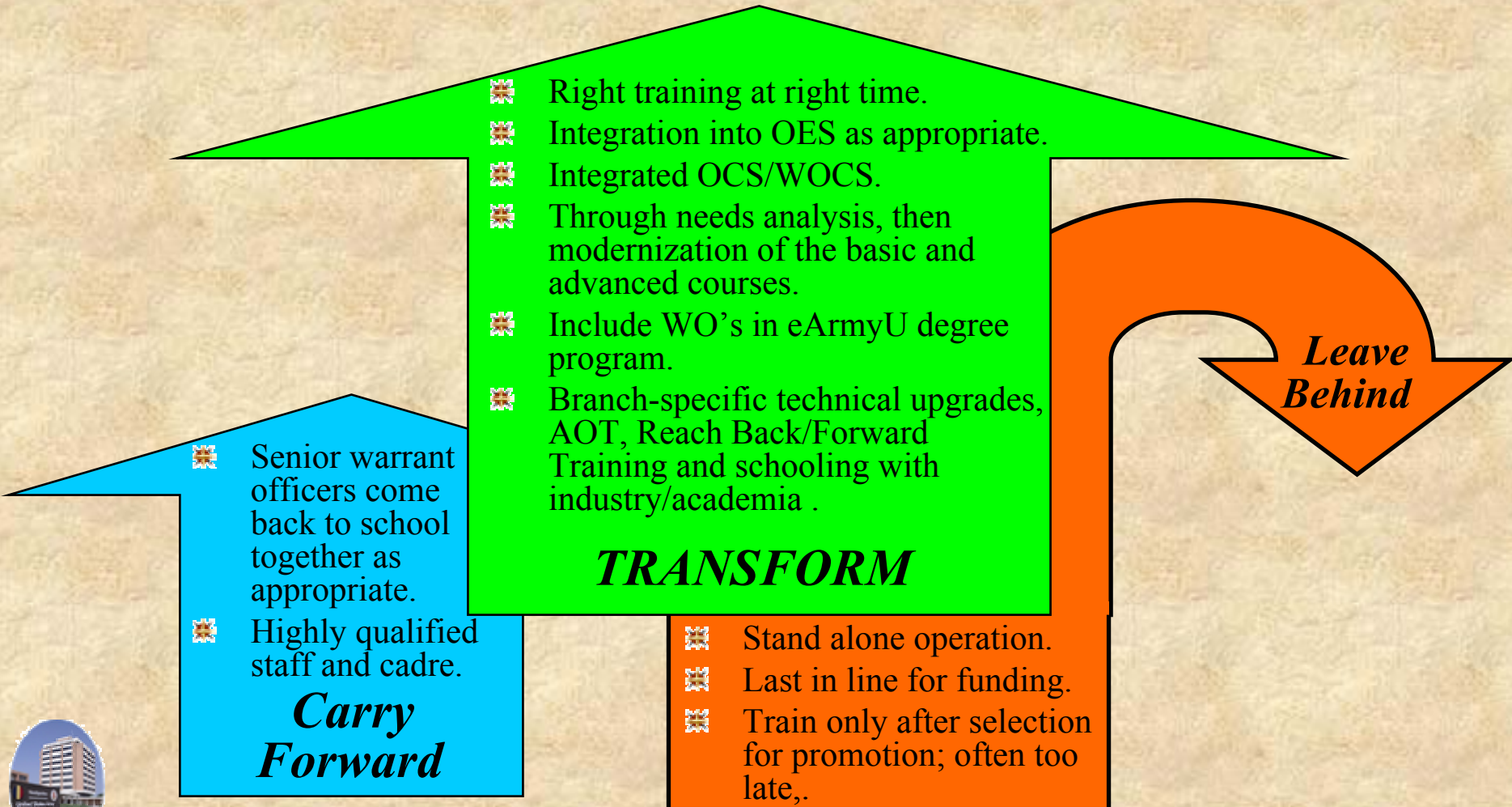
- ✦ Inadequate and insufficient technical training.
- ✦ Does not prepare warrant officers for full spectrum operations.
- ✦ Warrant officers do not view attendance as beneficial to their professional development.
- ✦ Select, Train and utilize does not support the technical training requirements for warrant officers.





Training and Education

The Way Ahead



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Manning

“What the Field told the Survey”

✧ Recruiting

- Advertising inadequate.
- Warrant officers in the field should be involved in the process.
- Educate the Army about warrant officers' role.

✧ Accessions

- Don't sacrifice quality for quantity.
- The application process is cumbersome & time consuming.

✧ Retention

- Slow down the train
- Improve stabilization.
- Develop quality technical training.

✧ Pay and Compensation

- Pay gap between NCO's and WO's is too narrow.
- Compensation is not equal to skills and responsibilities.





Manning Conclusion

✦ Recruiting

- ◆ Warrant officer career is not well-marketed.
- ◆ Reserve Component has no unified/coordinated program.

✦ Accessions

- ◆ Reserve component on the verge of a crisis.
- ◆ Active Army process is healthier, but too cumbersome.

✦ Retention

- ◆ Overall Active Army warrant officer retention is healthy, but several MOSs have problems.

✦ Pay and Compensation

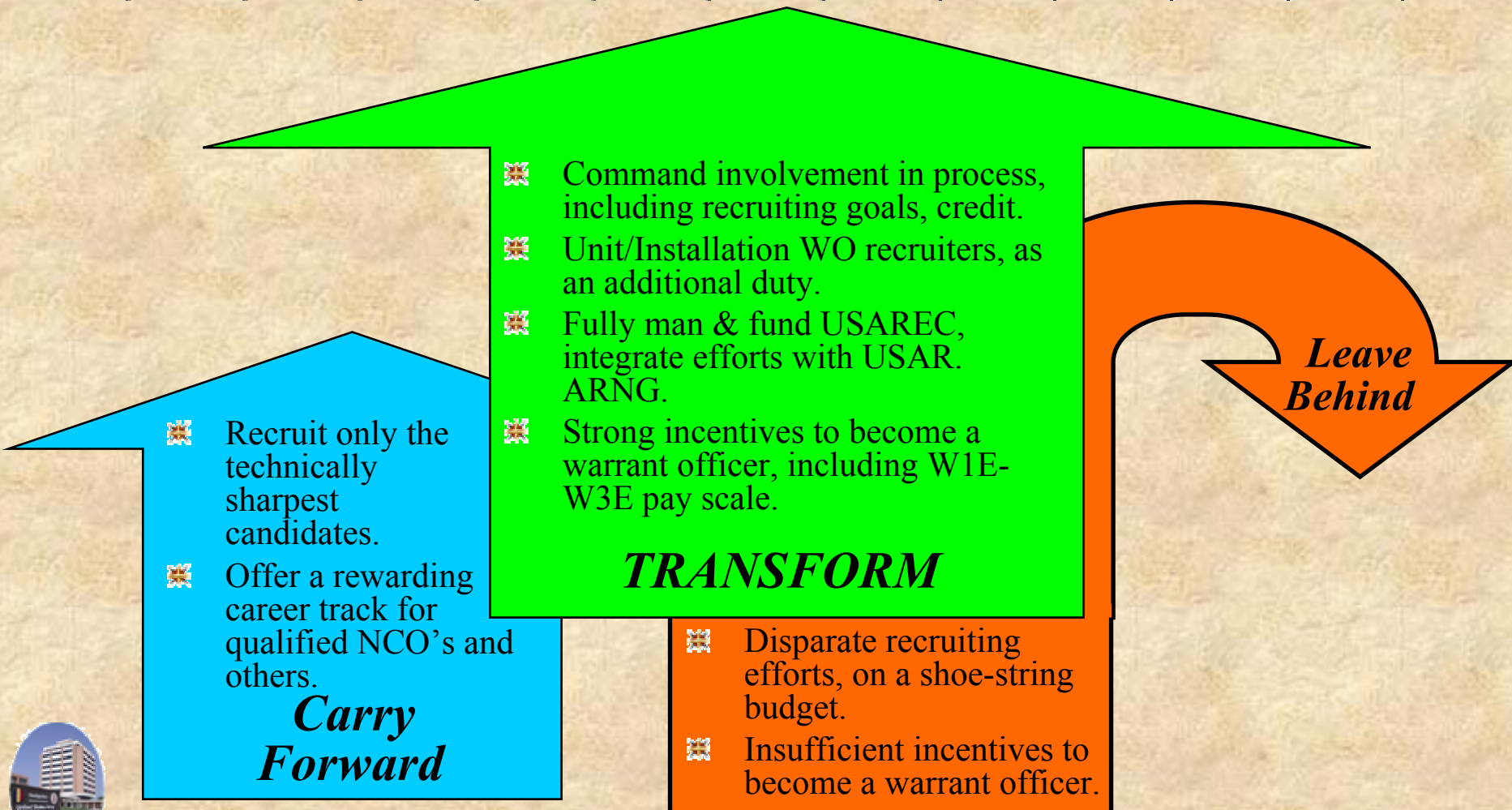
- ◆ Financial incentive for NCOs to become warrant officers has decreased significantly in the past 30 years.
- ◆ Prior enlisted service not taken into account in pay.





Manning the Force

The Way Ahead



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Warrant Officer Professional Development

“What the Field Told the Survey”

✦ Operational Assignments

- ✦ Professional development expectations not being met.
- ✦ Career development needs are not considered, only Army requirements.
- ✦ Warrant officers are not sure what is required of them in the future.

✦ Mentoring

- ✦ Skills not adequately taught in WOES.

✦ Counseling

- ✦ Supervisors do not know how to counsel warrant officers.
- ✦ OER not being used as development tool.

✦ Personnel Management

- ✦ Assignment policies are inadequate.





Warrant Officer Professional Development Conclusions



✦ Operational Assignments

- ✦ Requirements are too vague.
- ✦ Warrant officers are assigned to positions without adequate technical training.

✦ Counseling

- ✦ Warrant officers are not being professionally developed by their chain of command through counseling. It is not consistent across the Army.

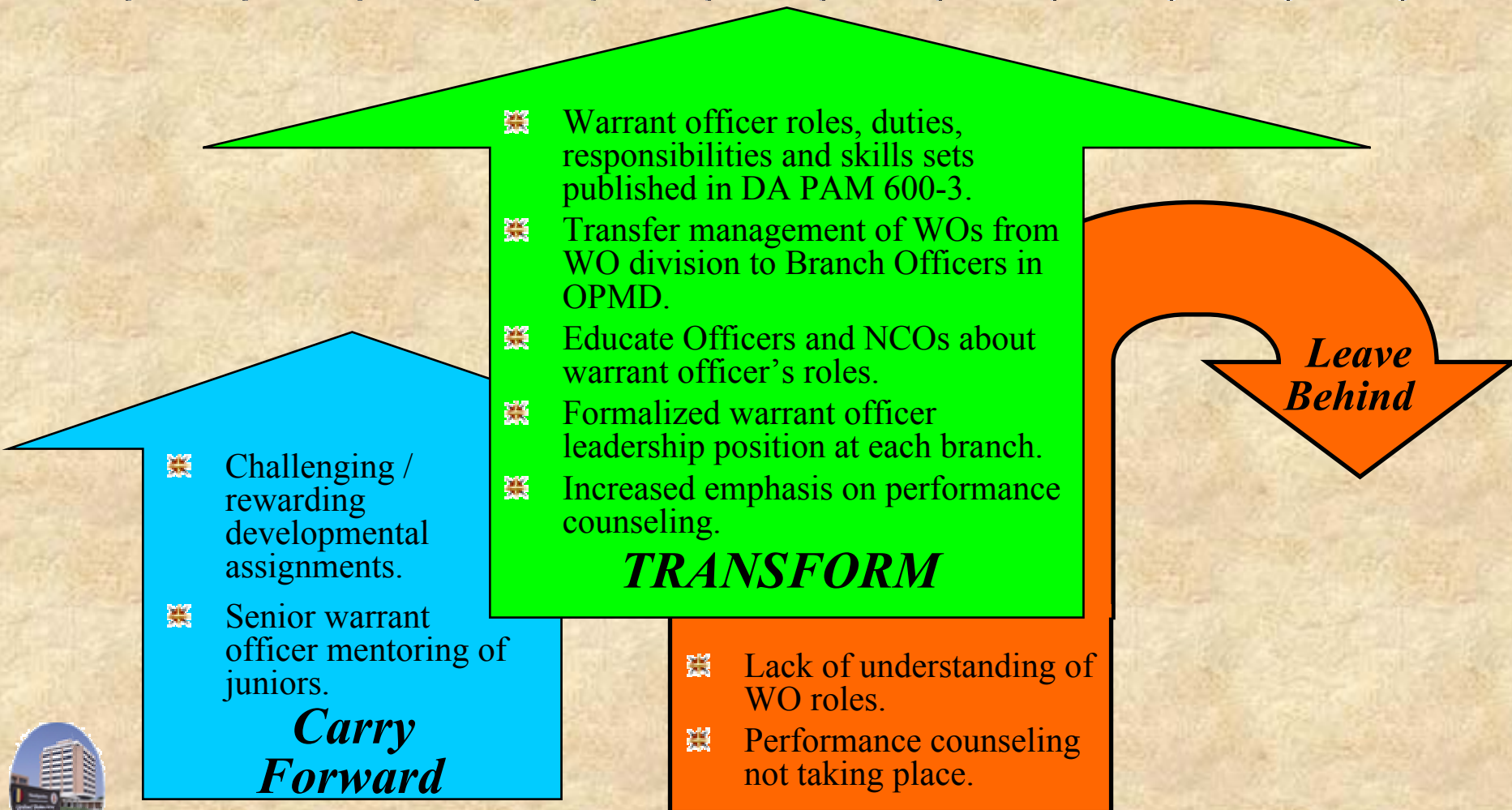
✦ Personnel Management

- ✦ Serious mis-match between structure and inventory causes warrant officers to be assigned outside their grade.
- ✦ The Army has no method for assessing the effects of warrant officer shortages by grade.





Warrant Officer Professional Development The Way Ahead



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Strategic View of the ATLDP Warrant Officer Report

ATLDP IMPERATIVES

1. Culture
2. Education
3. Training
4. SAT
5. Tng & Ldr Dev Model
6. Management Process
7. Lifelong Learning

Manning

- Recruiting
- Accessions
- Retention
- Pay and Compensation

*This is the
Bottom Line!*

Army Culture

- Relevance
- Warrant Officer Corps/Officer Corps
- Roles of the WO

*Standards &
Assessment*

Structure

Training and Education

- Technical Expertise
- Operational Experience
& Self Development
- WO Education System

Life Long Learning

Professional Development

- Operational Assignments
- Mentoring
- Counseling
- Personnel Mgt.



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ALTDP

Management Action Plan

- ✓ Deliver Final Report to CSA
- ✓ Brief SA
- ✓ Issue IPAT Warning Order
- ✓ Post Report on Army Homepage
- ✱ G3 Convenes IPAT
- ✱ IPAT Recommendations to CSA for Approval
- ✱ Integrate approved recommendations into ongoing Leader Development Management Process.





Warrant Officer Proponent Round Table

Purpose

- ✠ Establish a Permanent Warrant Officer Proponent Manager Council
- ✠ Identify Common Issues
 - ◆ Identify & Prioritize Issues Common to all
 - ◆ Review Issues Identified in the Warrant Office ALTDP Final Report
 - ◆ Validate & Prioritize ALTDP Recommendations in Preparation for October IPAT.
- ✠ Review WOLDC Charter





Warrant Officer Proponent Round Table

Goals

- ✱ Establish a forum for addressing major warrant officer issues
- ✱ Identify and prioritize warrant officer issues common to all
- ✱ Establish timeline for implementation of IPAT recommendations





Warrant Officer Proponent Round Table

Major Common Issues

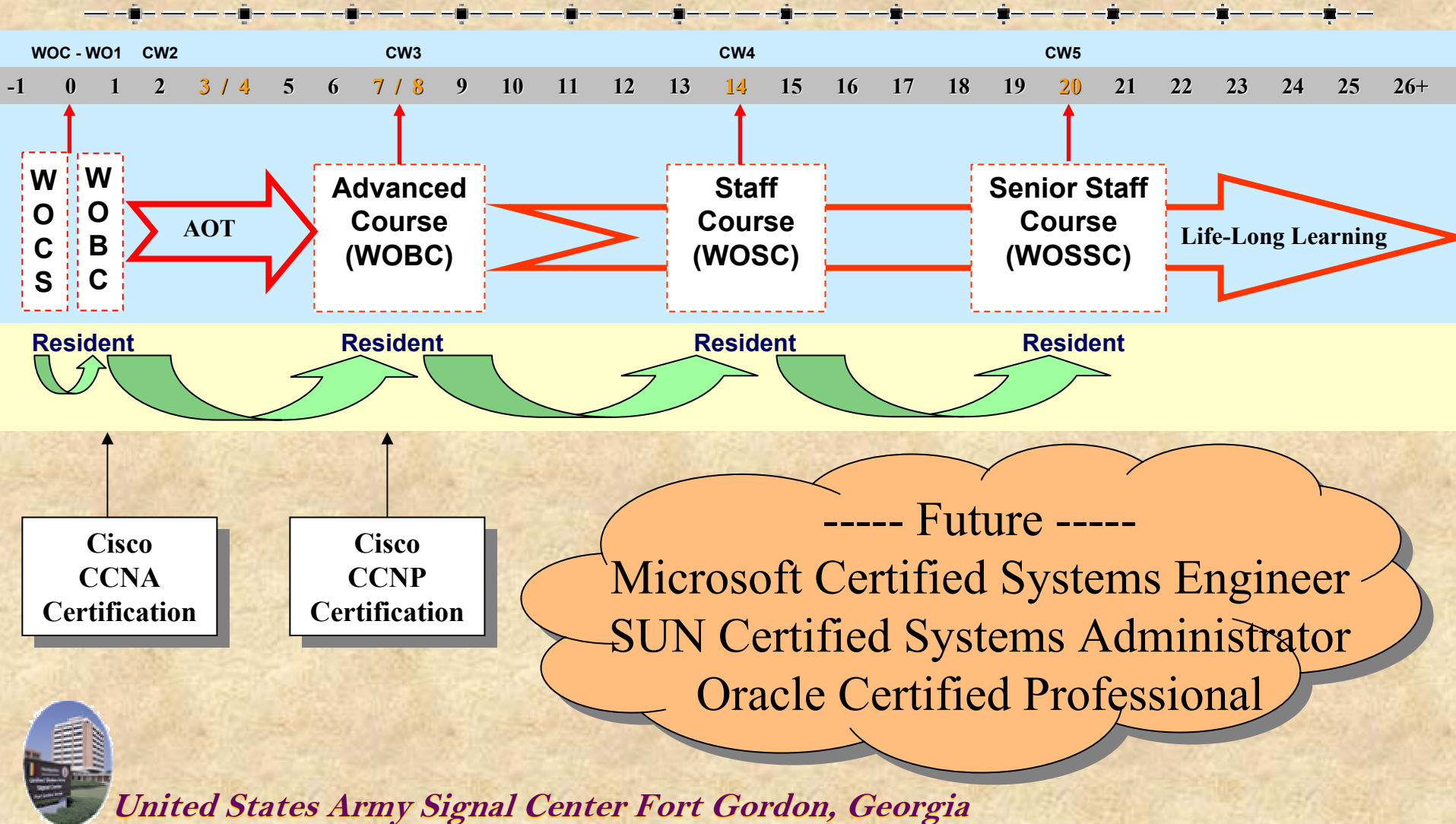
- ✱ Warrant Officer Education System
- ✱ Warrant Officer Pay and Compensation
- ✱ Warrant Officer Accessions
- ✱ Establishment of Warrant Officer of the Branch positions





Major Common Issues

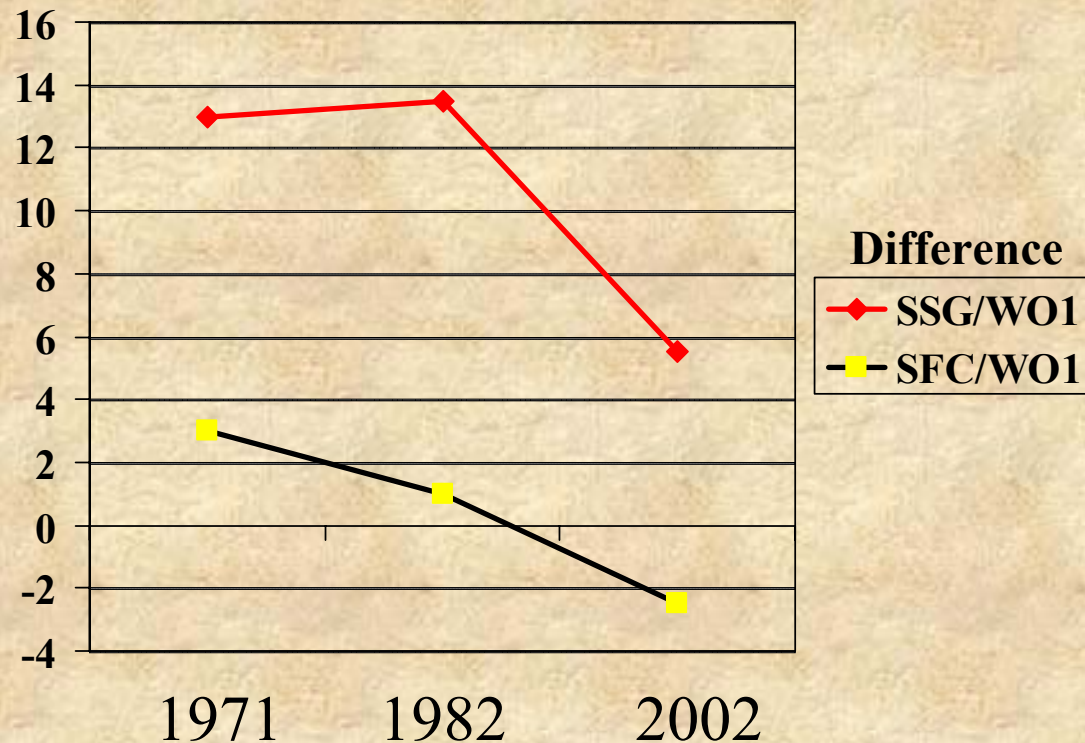
Warrant Officer Education System





Major Common Issues

Pay and Compensation



Financial incentives for NCOs to become warrant officers has decreased significantly over the past 30 years!



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Major Common Issues

Accessions

Year	Warrant Positions	Warrant Applicants	Army Ratio	Signal Ratio
FY 96	920	3026	3.2	
FY 97	844 ↓	2544 ↓	3.01 ↓	
FY 98	1095 ↑	2239 ↓	2.04 ↓	
FY 99	838 ↓	1964 ↓	2.34 ↑	1.3
FY 00	928 ↑	1854 ↓	1.99 ↓	1.5 ↑
FY 01	1102 ↑	1930 ↑	1.75 ↓	2.0 ↑
FY 02				3.0 ↑

Raw number of warrant officer applicants and the ratio of warrant officer application packets to positions has been a falling trend.



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ATLDP IPAT Issues

Short Term Recommendations

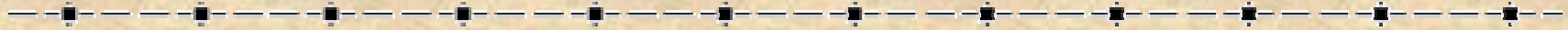
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- ✱ Wear of branch insignia and colors
 - ✱ Assign warrant officers by grade
 - ✱ Report WO shortages by grade on USR
 - ✱ Include WOs in the eArmyU degree program
 - ✱ Establish Chief Warrant Officer of the branch positions
 - ✱ Implement WOES recommendations
 - ✱ Eliminate disincentives to WO recruitment.
 - ✱ RC WO shortages
 - ✱ Update DA publications & FM 7-0 and 7-1
 - ✱ Implement counseling recommendations
 - Modify counseling requirements for CW3s, CW4s, and CW5s
 - Use of non-directive counseling approach
 - ✱ Complete grade-rollback initiative





ATLDP IPAT Issues

Mid Term Recommendations



- ✦ Restore previous pay differences
- ✦ Create W-1E thru W-3E pay scale
- ✦ Implement WOES recommendations (AOT, TWI, leadership training, etc.)
- ✦ Establish woesc accreditation process (faculty, curriculum, facilities and student professional standards)
- ✦ Establish training requirements for the WOSC and WOSSC. Include army staff, strategic, joint and combined training.
- ✦ Develop a formal warrant officer retention program.





ATLDP IPAT Issues

Long Term Recommendations

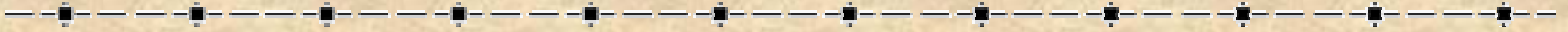


- ✦ Combine WOMA and DOPMA
- ✦ Complete WOES transformation
- ✦ Complete integration of WOES into OES
- ✦ Transfer warrant officer management to branch offices in OPMD
- ✦ Complete integration of warrant officers into the officer corps





Questions



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